

BUSINESS ADMINISTRATION IN HIGHER EDUCATION  
HIED66667/76667  
Fall 2011

Tuesday 5:30 – 8:15

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**Office Hours**

11:00 – 1:00 Tuesdays or scheduled by appointment

**TEXTS**

Kretovics, M. A. (2011). Business practices in higher education: A guide for today's administrators. New York: Routledge Taylor & Francis Group.

**The Chronicle of Higher Education**

Students are expected to keep abreast of current events within higher education and are therefore expected to review The Chronicle of Higher Education on a weekly basis. The Chronicle is available on-campus at <http://www.chronicle.com>. From off campus you need to set up a proxy connection. You can use the instructions provided by the library (<http://www.library.kent.edu/page/10791>).

**Course Overview** Catalog Description

This course introduces students to the administrative and business management of institutions of higher education. The course covers topics such as institutional planning, space management, budgeting, human resource administration, purchasing, and organizational management.

**Students as Co-Producers**

Students must be active participants in their learning therefore; it is inherent within this class that all students assist in educating themselves. For example, every student must read the assignments prior to class, take the tests, write papers, and participate in class discussions. If students fail to engage fully in these learning activities they will ultimately fail in the educational process. Students are responsible for their own learning, faculty serve as facilitators of the learning process not dispensers of knowledge.

**Learning Outcomes** Upon successful completion of this course, participants will be able to demonstrate proficiency of the following:

- Knowledge and understanding of the nature of financial and business issues within higher education and student affairs
- An understanding of the impact of business principles on the organizational structure and administrative work within higher education
- An understanding of the staffing process within higher education and the student affairs profession
- An understanding of the current context of higher education and the factors influencing student affairs professionals
- An understanding of the major management and administrative issues facing higher education and student affairs

### **Course Expectations**

- Readings are assigned to assist in the class discussion. There will be a readings folder posted on the VISTA site for each class session. It is expected that every student will have read the assigned material prior to class. The quantity of reading differs for each week so please plan ahead.
- Attendance and active participation is required of all students for this class to be successful. This is a discussion-based course that is dependent upon each student being prepared to ask intelligent questions and make solid contributions to the class.
- Students will be open and honest with regard to their views of the material.
- Confidentiality and discretion. Oftentimes there will be sensitive topics discussed in this class. Please be considerate of others and recognize that the conversations in class are for the purpose of promoting critical thinking. Much of what is discussed in class should remain in the classroom.

### **Assignments**

Assignments are due as noted in the syllabus. Late assignments will receive a one-letter grade reduction for each week it is delayed. All written assignments are to be double-spaced; 12 point font, 1 in. margins, and follow current APA style guidelines.

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#### **August 30<sup>th</sup>**

Introductions, review student objectives and desired outcomes, review instructor objectives, overview of class.

**Topics: Mission, Vision, Current trends in HE**

**Readings: Introduction and Chapter One pp IX - 24**

September 6<sup>th</sup> Organizational Structures

Readings: Chapter 2 pp 25 - 42

**Economic Issues in Higher Education**

September 13<sup>th</sup> Economic principles at work in higher education

Readings: Chapters 3 pp 45 -64

Assignment Simulation Part 1 is due today

September 20<sup>th</sup> Economics and Finance of HE

Readings: Chapters 3 & 4 pp 45 - 78

**Managing Resources in Higher Education**

September 27<sup>th</sup> Personnel 1: Recruiting and hiring competent staff

Readings: Chapter 7 pp 131 - 160

Bring in a resume and an announcement of a position for which you would like to apply

October 4<sup>th</sup> Personnel 2: Staff supervision and evaluation

Readings: Chapter 7 pp 131 - 160

Bring in an evaluation tool used by you/your supervisor/your functional area

October 11<sup>th</sup> Management...

Readings: Chapter 6 pp 101 - 130

Simulation Part 2 is due today

October 18<sup>th</sup> TQM/CQI/Performance Management

Readings: Chapter 6 pp 101 - 130

October 25<sup>th</sup> Budget management part I: Accounting Principles

Readings: Chapter 5 pp 79 -98 & VISTA

November 1<sup>st</sup> Budget management part II: Student affairs and  
auxiliary budgets

**Readings: Chapter 5 pp 79 -98 & VISTA**

November 8<sup>th</sup> TBD

November 15<sup>th</sup> Budget management part III: Creating a departmental budget

**Readings: Chapter pp 79 -98 & VISTA**

November 22<sup>nd</sup> Marketing functions & Project management

**Readings: Chapter 8 pp 161 - 194**

November 29<sup>th</sup> Marketing functions & Project management Review Case

**Readings: Chapter 8 pp 161 - 194**

**Simulation Part 3 is due today**

December 6<sup>th</sup> Power & Politics ,

**Readings: Chapter 9 pp 195 - 212**

December 13<sup>th</sup> Power & Politics --- WRAP-UP

**Readings: Chapter 10 pp 215 - 228**

## Grading

1) Participation – your in-class participation and contributions to the learning of your classmates is critical to everyone’s success. (10%) Points will be deducted for all absences regardless of the reason. Please inform me if you know you will be absent on a particular day.

Students are expected to actively and responsibly participate in class and on-line activities and discussion by adding meaningful and relevant comments or asking probing, thoughtful questions. (Student affairs professionals are expected to think on their feet.)

- 200 Points -- perfect attendance (present at every class) and make thoughtful & reflective contributions in the majority of classes. Or miss one class and make thoughtful & reflective contributions in most class sessions
- 190 Points -- miss one class and make thoughtful & reflective contributions in the majority of class sessions or perfect attendance and make thoughtful & reflective contributions in several class sessions.
- 180 Points -- miss one class and make thoughtful & reflective contributions in several class sessions.
- 170 Points -- miss two class sessions and make thoughtful & reflective contributions in each class, miss one class and make thoughtful & reflective contributions in a few class sessions or perfect attendance and make minimal thoughtful & reflective contributions.
- 160 Points -- miss two class sessions and make thoughtful & reflective contributions in most class sessions.
- 140 Points -- miss three class sessions and make thoughtful & reflective contributions in each class or fewer absences with limited participation in class sessions.
- 0 Points -- miss more than three class sessions

2) QUIZ (150) – There will be one quiz this semester worth 150 points which will contain short answer questions, problems, and the possibility of a few objective questions. **Topics and Date TBD**

3) Simulation (650 points). This is a three part project that will be spread out over the semester **Part 1** checks your understanding of mission and objectives (100 points), **part 2** focuses on the employment process (150 points), and **part 3** emphasizes the budgeting process (400 points). You will be provided with information about a particular institution and you will respond to each part based on the institutional profile provided. More information will be provided during the first two weeks of class.

**76667 Students taking this class at the 76667 have an additional required assignment. Choose a research question related to this course and complete a literature review for the question. It is due on a day of your choosing, but no later than the last regularly scheduled week of class (before finals). Submit your proposed question and due date by the fourth class session. Or you may choose to review and critique a dissertation from our field.**

**All written assignments are to be double-spaced and are expected to follow APA style guidelines. For brief APA style guidelines please consult the following webpage at the Kent State Library:**

<http://www.library.kent.edu/readyref/style.html>

### **Grading**

A = 94-100      A- = 90-93.99      B+ = 87- 89.99      B= 84 – 86.99  
B- = 80 – 83.99      C = 70 – 79.99      F= <70

**If you give me what I expect that is "B" work, go above and beyond and that will be "A" work. Failing to meet minimum expectations will result in a grade of "C" or lower.**

**Students needing special accommodations must contact the Office of Student Accessibility Services to make the appropriate arrangements.**

**"University policy 3342-3-01.3 requires that students with disabilities be provided reasonable accommodations to ensure their equal access to course content. If you have a documented disability and require accommodations, please contact the instructor at the beginning of the semester to make arrangements for necessary classroom adjustments. Please note, you must first verify your eligibility for these through Student Accessibility Services (contact 330-672-3391 or visit [www.kent.edu/sas](http://www.kent.edu/sas) <<http://www.registrars.kent.edu/disability/>> for more information on registration procedures)."**

### **Case Studies, e-portfolio**

In students' final semester of the HIED program, they enroll in the capstone requirement, Case Studies in Higher Education (HIED 66655). A component of this course is to compile a graduate portfolio - a retrospective of one's experience in the program and thoughts regarding one's job search and future professional development. One part of the portfolio is to prepare a course work summary. In

order to best prepare, students are advised to write and retain a brief reflection of this course at the end of the semester, and encouraged to retain copies of syllabi and course materials such as papers or projects.

**Cell Phones, Pagers, Laptops, and other electronic devices**

As a professional courtesy to your classmates and the instructor, please turn off all cell phones, pagers, laptops, or other electronic devices that could disrupt the classroom environment. **Unauthorized use of electronic equipment will result in a reduction of one's final grade. Anyone answering a phone in class will receive a failing grade for the course.**

**Plagiarism**

As members of the community of higher education, we are all subject to the standards of academic integrity. As a student, you are subject to the Code of Student Conduct. I strongly encourage you to review the Code, especially if you are a new student, as ignorance is not a valid defense should charges be brought against you. As your instructor, I have made a commitment to hold you to the standards of the community.

Please pay special attention to the section on plagiarism and academic honesty. Make sure that you understand how to cite and paraphrase correctly. I expect that the work you submit to me will be created for this course and not used for other courses, and that sources of information that you use are correctly cited. READ CAREFULLY: Download the Digest of Rules and Regulation or visit the Policy Register link from <http://www.kent.edu/CurrentStudents/> or contact the Office of Student Conduct in 119 Twin Towers, (330) 672-4054.

<http://www.library.kent.edu/page/11299>